Business Plan

2017–2018

Service Nova Scotia

NOVA SCOTIA

© Crown copyright, Province of Nova Scotia, 2017

Budget 2017–2018: Business Plans

ISBN: 978-1-55457-735-4

Contents

Message from the Minister 3
Message from the CEO 4
Service Nova Scotia Mandate 6
Priorities 6
  Actions 6
Core Responsibilities 7
  Actions 8
Service Nova Scotia Strategy Map 9
Performance Measures 10
Financial Summary 11

Message from the Minister

As Minister of Service Nova Scotia, I am pleased to present the 2017-18 Business Plan which outlines the Office's priorities for the upcoming fiscal year, as well as how the work of Service Nova Scotia will advance government's innovation priority.

Service Nova Scotia's mission is to design and deliver programs and services to meet the needs of our clients and the public good through a culture of excellence. As such, the Office has an important role to play in creating opportunities for Nova Scotians to succeed - whether by cutting red tape and modernizing legislation to help businesses grow and prosper, serving Nova Scotians at our Access Nova Scotia Centres or by phone through the Government of Nova Scotia Contact Centre, leading the development of a digital strategy which allows Nova Scotians to interact and transact with their government online, or ensuring we have robust consumer protection legislation.

In the coming year, Service Nova Scotia's priorities will be to continue service enhancements; the modernization of the land, joint stock companies, motor vehicles and vital statistics registries; and the development of more digital services for citizens and businesses. In advancing these priorities, innovation, a commitment to excellence, and understanding the needs of our clients will be at the core of everything we do. We will design services and programs based on the needs of Nova Scotians. This means heightened engagement with Nova Scotians, before we design a service or program, to ensure we understand the client's specific needs.

The foundation of Service Nova Scotia's work this year will be a culture of innovation. That means empowering the Service Nova Scotia team to put new ideas into action. Innovation, at its most effective, draws new ideas and perspectives from employees, clients, partners and stakeholders.

Service Nova Scotia touches Nova Scotians throughout their lives – from the issuance of birth, death and marriage certificates and drivers licenses; our work to reduce contraband tobacco; licensing and regulation of alcohol and charitable gaming activities; ensuring the rights and obligations of landlords and tenants are protected through the Residential Tenancies program; the administration of the Heating Assistance Rebate program, and so much more. It is an honour to serve as the Minister for an Office which truly makes such a positive and impactful difference in the lives of Nova Scotians. I look forward to working with the Service Nova Scotia team in the coming year as we implement this business plan and continue our work to serve Nova Scotians with excellence.

The Honourable Mark Furey
Minister, Service Nova Scotia

Message from the CEO

As CEO of Service Nova Scotia, I am pleased to present the 2017-18 Business Plan which outlines our priorities for the upcoming fiscal year.

Service Nova Scotia's mission is to design and deliver programs and services to meet the needs of our clients and the public good through a culture of excellence. As announced in April 2016, Service Nova Scotia is undergoing a transformation to become more client-focused and efficient, to achieve service excellence, and to modernize the programs and services we deliver to Nova Scotians. In support of these goals, we recently initiated Our Excellence Journey, which will guide the continual improvement of our organization.

I am excited about the investments we will make in 2017-18 to become a recognized leader in service, program and policy design. Service Nova Scotia will:

- continue its work to modernize the land, joint stock companies, motor vehicle and vital statistics registries and work to improve service for all registry clients. Upon completion of a RFP process, we will provide recommendations on a vendor to replace our existing Registry of Join Stocks IT System. A new system will make it simpler and easier for business people to interact with government, so that they can spend more time focusing on what matters – serving their customers and growing their businesses.
- improve the client experience at Access Centres. Our service standard is to serve 80% of Access Centre clients in 20 minutes or less, and we are meeting this service target more consistently. We will also improve our service standards for other channels, including phone and digital – our goal is to make it simple and fast for Nova Scotians to get things done with government, no matter which channel they choose.
- play our part to make Nova Scotia stronger by modernizing our legislation and cutting red tape to help businesses grow their business, and the economy.
- position Service Nova Scotia as a leader in delivering digital services for Nova Scotia businesses and citizens. We will also take a 'human-centred service design' approach to developing new programs and services, which simply means we will engage citizens and businesses before we develop services and programs for them to ensure they meet their needs.
- achieve Excellence Canada Bronze level certification in the Excellence Innovation and Wellness (EIW) Standard, which will help Service Nova Scotia achieve strategic goals related to clients, employees, and processes. Bronze certification is the first step in Our Excellence Journey.
- continue to regulate and conduct compliance and enforcement activities, with clear and fair policies and procedures, related to alcohol, gaming, fuel and tobacco in the province ensuring these activities are conducted with honesty and integrity and in the public interest.

- continue our work to reduce the amount of contraband tobacco that is sold and consumed in Nova Scotia, and work with law enforcement to ensure that those committing these crimes are caught and charged.

These are just a few of the priorities that the Service Nova Scotia team will be advancing this year. My personal commitment to the people of Nova Scotia, as CEO, is that the entire Service Nova Scotia team is committed each and every day to meeting your needs and to serving you with excellence, however you choose to interact with us.

I want to thank each Service Nova Scotia team member for all they do to serve the people of Nova Scotia – each and every one of us is part of the same service team and culture. As CEO, I see first-hand your expertise, dedication, and how you have been embracing innovative new approaches over the past year to 'raise the bar' at Service Nova Scotia - I am personally grateful to work with you. It is truly inspirational to be part of a team that values innovation, teamwork and collaborative success.

Joanne Munro
CEO, Service Nova Scotia

Service Nova Scotia Mandate

The Office of Service Nova Scotia touches every citizen and business in Nova Scotia. Service Nova Scotia's mission is to design and deliver programs and services to meet the needs of our clients and the public good through a culture of excellence.

Service Nova Scotia's vision is to be a recognized leader in service and public protection that delivers trusted, accessible, modern programs, and contributes to Nova Scotia as a safe and desirable place to live, work and do business.

Service Nova Scotia is focused on continually enhancing its service delivery, making it easier for citizens to interact with government through a diverse range of programs for the public good.

Priorities

Service Nova Scotia is committed to service excellence across all channels, transforming our technology and program modernization. Service Nova Scotia will harness innovation through service enhancements, digital services and reinventing the four major registries. Our actions will place an emphasis on investing in technology and governance to support program and service excellence focused on positive client experiences.

Actions

Government has recognized the need to modernize the Registries of Joint Stock Companies (Business), Vital Statistics, Land and Motor Vehicles. To support this undertaking, Service Nova Scotia has established a Transformation Initiative, supported by a secretariat function. In fiscal year 2017/18, Service Nova Scotia will:

- continue to work on the modernization of the provincial registries using a government-led approach, with the prime focus on modernizing the Registry of Joint Stock Companies.
- work will also be initiated to modernize the Vital Statistics Registry and to prepare for the modernization of the Land Registry and the Registry of Motor Vehicles.

NS Online is where individuals and businesses can get easy, secure, anytime access to information, services, licensing, and programs. In fiscal year 2017/18, Service Nova Scotia will:

- continue to enhance access by leading the development of government's digital strategy. Current initiatives include:
    - online support for becoming a newly licensed driver;
    - improvements to the Online Vehicle Permit Renewal service;
    - implementation of a new online service to enable the issuance of Registry of Motor Vehicle Driver abstracts/records.
- implement the Online Dealer Services initiative to increase the efficiency of vehicle registration. This includes an online service delivery model, incorporating electronic funds transfer.

Service Nova Scotia will continue to work to eliminate barriers to private sector growth and productivity, by reducing the regulatory burden and ensure necessary regulations are predictable, appropriate, transparent, protect our health, safety and environment. Current initiatives include:

- working collaboratively with the Office of Regulatory Affairs and Service Effectiveness to implement initiatives to reduce the administrative burden for regulated businesses.
- review, modernize and update legislation, regulations and programs to meet the evolving needs of citizens and business balanced with the public good.

Service Nova Scotia will collaborate with other Atlantic Provinces to harmonize legislation, improve data sharing, streamline processes and share technology where possible. This includes:

- implementation of a central issuance photo driver's licence and identification card system under the Atlantic Procurement Agreement. The transformation from the current over the counter solution to a central issuance solution will enable continued alignment with Atlantic jurisdictions and associated cost savings based on a joint solution, creating efficiencies and reducing risks.
- collaborating closely with New Brunswick as work commences with the modernization of the Vital Statistics Registry.

Core Responsibilities

Service Nova Scotia delivers and administers high-quality, accessible programs and services for citizens and businesses across multiple channels. Core responsibilities include:

- maintaining the provincial registries of vital events, land, motor vehicles, and businesses
- services relating to drivers and vehicles
- empowering consumers and regulating Nova Scotia's consumer marketplace.
- licensing and regulation of alcohol and gaming
- undertaking compliance and enforcement activities related to fuel and tobacco licensing
- collecting debts on behalf of the Crown and the Municipalities, Universities, School Boards, and Hospitals (MUSH) sector

Service Nova Scotia has identified four key focus areas to guide our efforts to become a recognized leader in service excellence. This focus will ensure that Service Nova Scotia is:

- accountable financially, managing our resources responsibly.
- responsive to citizens and businesses, understanding their needs while balancing them with the public good.
- client-centric, with a focus on positive client experiences, continuous improvement and collaborating with partners.
- an agile organization, with an engaged team, responding to evolving needs and making evidence-informed decisions.

Actions

- as the service delivery arm of government, continue to provide processing services for licenses, permits, registrations, certificates, and refunds and rebates, as well as provide contact centre services to clients across the Government of Nova Scotia.
- continue to develop and implement innovative strategies to ensure Service Nova Scotia achieves consistently high levels of customer service across all channels. Service Nova Scotia will undertake and/or continue initiatives in recruitment, training, and workforce and capacity management.
- partner with Excellence Canada and implement Our Excellence Journey to achieve bronze level certification in the Excellence, Innovation and Wellness Standard. Key components of the Standard include customer service excellence initiatives, continual quality improvement (such as Lean Six Sigma projects), and employee engagement and wellness activities.
- continue to develop strategies to listen to customer and stakeholder feedback and become more client-centric. Initiatives will include a Client Experience Policy and gathering employee insight and direct feedback from our customers.
- continue to innovate our processes, including; introducing telephone hearings for residential tenancy cases; implementation of identified improvements in online vehicle permit renewals; modernize public consultation mechanisms for liquor licensing applications.

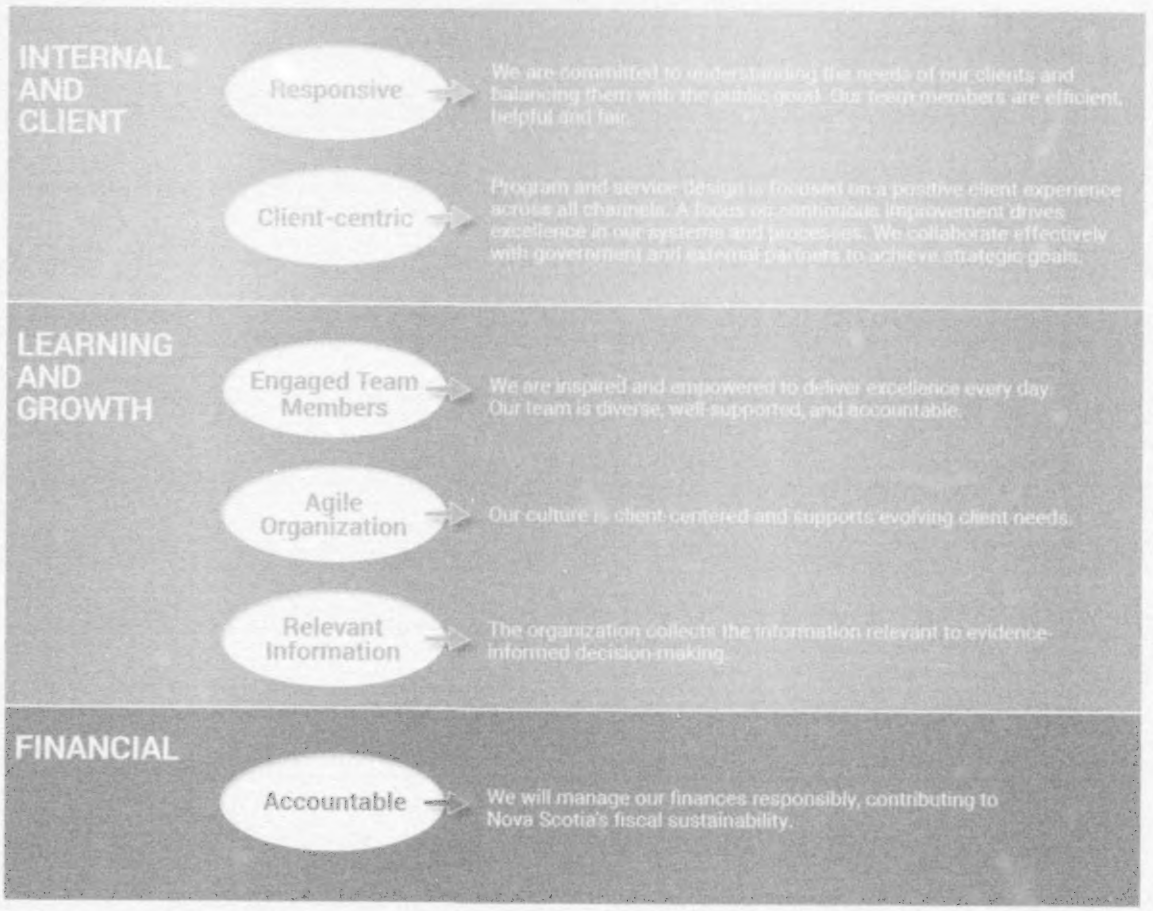
Service Nova Scotia Strategy Map

Strategic Outcomes

NOVA SCOTIA
NOUVELLE-ÉCOSSE

MISSION Service Nova Scotia designs and delivers programs and services to meet the needs of our clients and the public good through a culture of excellence.

VISION Service Nova Scotia is a recognized leader in service and public protection that delivers trusted, accessible, modern programs, and contributes to Nova Scotia as a safe and desirable place to live, work and do business.


INTERNAL AND CLIENT
Responsive
We are committed to understanding the needs of our clients and balancing them with the public good. Our team members are efficient, helpful and fair.
Client-centric
Program and service design is focused on a positive client experience across all channels. A focus on continuous improvement drives excellence in our systems and processes. We collaborate effectively with government and external partners to achieve strategic goals.
LEARNING AND GROWTH
Engaged Team Members
We are inspired and empowered to deliver excellence every day. Our team is diverse, well-supported, and accountable.
Agile Organization
Our culture is client-centered and supports evolving client needs.
Relevant Information
The organization collects the information relevant to evidence-informed decision-making.
FINANCIAL
Accountable
We will manage our finances responsibly, contributing to Nova Scotia's fiscal sustainability.

Performance Measures

	Baseline 2014/15	Target 2017/18
Annual percentage increase in debt collection	0.6%	3%
Number of Service Nova Scotia open data sets available online	n/a[1]	40[2]
Percentage of in-person clients served within 20 minutes	72%	80%
Percentage of calls answered within 20 seconds	46%	70%
Annual percentage increase in online transactions	n/a[3]	5%
Number of red tape reduction initiatives completed	n/a[1]	20[2]
Percentage of digital uptake for online vehicle permit renewal services	32.3%	40%
Percentage variance of period 10 budget forecast to year-end actuals	1.5%	<2%

Note(s):
1. Baseline not available as the initiative was not yet implemented
2. Target number reflects a cumulative total since initiative began in FY2015/16
3. Baseline data not available due to change in calculation and tracking.

Financial Summary

Office of Service Nova Scotia			
	2016-2017 Estimate	2016-2017 Forecast	2017-2018 Estimate
Program & Service Area	($thousands)	($thousands)	($thousands)
CEO Chief Executive Office:	379	379	380
Strategy and Corporate Services	11,048	10,897	10,733
Client Experience	39,045	39,876	37,845
Program Modernization	29,480	26,507	30,044
Total Program Expenses	79,952	77,659	79,002
Ordinary Recoveries	2,402	424	1,525
TCA Purchase Requirements	3,026	1,349	6,940
Provincial Funded Staff (FTEs)	652.0	636.6	642.0